

# Performance Evaluation Review:

## L. Nathan Hare, President and CEO

### Overall response:

1. Evaluation was conducted by the Board with no input from the agency's executive team or senior managers who actually work with the President and CEO. None of the Board members work regularly with the CEO. Yet, evaluation elements are given that would seem to require that perspective.
2. In response to concerns articulated by the Board, I developed a process-audit enabling us to examine our systems and our engagement with our client community (**an interim implementation update is attached**). A meeting was convened with the NTT Data Systems Analysis Group in which senior managers were interviewed collectively and individually to assess the agency's strengths and weaknesses (**A schedule of the meetings with CAO managers and NTT Data is attached, followed by NTT Data's process assessments and recommendations, reported on in writing in the November, January, March and May Bi-Monthly Board meetings, also attached as Attachments 1a – 1d), pp. 5 – 13, below**).
3. The CAO also convened a set of meetings with the agency managers and representatives of the Martin Group to use in constructing the agency's reframing of itself both internally and externally (**See Attached summary from the Martin Group, pp. 14 – 15, below**). That framework formed the basis of the process audit the agency has been undertaken for several months.

### Fiscal Policies:

The CAO has sustained an unqualified independent audit every year since 2005. The Board receives a consolidated general ledger report every month. The assertion that more frequent monitoring needs to be done to strengthen internal and external relationships does not appear to center on anything.

The CAO rarely fails to pay a bill within 30 days of incurring the debt. Where receipts are not received in a timely manner, it has rarely been due to a lack of attentiveness by business office staff.

That the CAO has not had to use its line of credit at any time in the past 12 years evidences the effectiveness of the agency's procedures.

If this assertion relates to individual program reports, these are produced for program managers around the 15<sup>th</sup> of each month reflecting accounting transactions roughly 45 days earlier, the end of the second month previous. A monthly schedule of meetings between the Business Office and

individual managers has been published, along with a schedule or finance report submissions to the Board.

Agency managers have their own copies of the purchase requisitions they generate and the personnel action sheets documenting their own hires. From these two sources, managers are able to follow accrued receipts and accrued expenses individually. Deirdre Zaleski is available to managers with little prior notice to discuss any variances they may perceive.

Training is being conducted with all managers again on this subject at our first senior management meeting in June.

Individual program financial reports do not drive the financial integrity of the agency. Quarterly individual financial reports are more than sufficient for that level of monitoring. The CAO operates 57 different funded services. Most of those services costs are in personnel and fringes. Reporting every transaction by program every month excessively burdens the business office without accomplishing anything.

### **Communications:**

Refer again to the Martin Group report attached reflecting a level of communication far exceeding the evaluation recorded here.

### **Achievement Oriented:**

The CAO has grown from a debt-ridden, invisible agency with less than 350 employees and a budget of around \$24M, to an agency with 12 consecutive years of clean audits, a budget over \$51M, a staff of 768, with new initiatives and new funding streams over that time period, including nearly \$3M in new funding over the past year outside of the Head Start program (**See Agency-wide Budget Report: 3/1/16 – 2/28/17 attached, pp. 16 – 19, below**).

The CAO's quarterly reports reflect that the agency has achieved every one of its contracted goals, most by significant margins.

I can see no rational for this assessment which should be at least a 5.

### **Sense of Urgency:**

The CAO is a business. Businesses require stability. I don't fire every person who fails in a single area immediately. For example, a youth department line manager made a judgement error regarding food purchases. I could have fired her for that error. However, her manager felt that she could be salvaged to the benefit of the agency. We re-trained her, put her on close monitoring, and helped her grow as a person and as an employee. She is now the number two ranked person in the youth department and has become a part of that department's core administration.

Urgency does not mean firing people, although that has been necessary from time to time. Where an administrative unit may have underperformed in some area, we try to identify the problem and address it, rather than shooting first and asking questions later, if at all.

Board monitoring does not mean the Board consists of 18 voluntary executive directors. Operations are the province of the President and CEO. What may seem a long time from your perspective, is not the same for someone who is operating three dozen programs in 50 buildings across two counties.

We have consistent leadership and management, and a staff that buys into the agency's forward direction.

### **Customer focus:**

Again, what is the context of this assertion? Where are the customers complaining that the CAO has not bent over backwards to address their needs and concerns? This is an assertion apparently made on the basis of one of a very few instances of customer dissatisfaction out of the nearly 32,000 unduplicated people the agency serves.

### **Fairness:**

It is contradictory to assert that we don't fire people fast enough while also asserting that we don't treat people equitably.

I dare anyone to find a single manager with whom I have not had an open door and been a patient and listening ear. This assertion is completely without merit.

### **Idea Sharing:**

Again, there is no context by which to understand what is being referred to.

The President and CEO created the Home Improvement Resource Program, which has become the foundation of the agency's home weatherization program, its home improvement grant serving the Masten Park planning District, its senior citizen emergency repair program and its home ownership closing cost program. I am the source of the agency's urban agriculture program, the three CAO school-based mentoring programs, and the agency's process improvement initiatives.

### **Leadership:**

I return again to an external assessment provided by the Martin Group from the perspective of the people I directly lead.

### **Program or department specific competencies:**

Again, what is the context in which this assertion is being made? At what time have I not carried out the agency's policies in accordance with agency policies and applicable laws?

If the primary purpose of the business office to account for all transactions, insure receivables are followed through on consistently, that payables are paid out within 30 days, and that our independent audit demonstrates that we meet the standards set by the Generally Accepted Accounting Procedures or GAAP, the CAO has met that standard every year for the past 12 years.

**Last Period's Performance Goals:**

A 21-page Succession Plan has been submitted for the Board's review and approval.

## **Executive Report: Sep – Oct., 2016 – L. Nathan Hare**

### **A. Amendment to the CSBG Grant and Receipt of the 2016 CSBG Discretionary Award**

**Attachment 1** documents the CAO's receipt of the revised or amended CSBG award for October 1, 2015 through September 30 2016.

**Attachment 2** documents the CAO's receipt of a discretionary award for 2016. The Discretionary award implements an Emergency Services Program developed by Brandi Haynes to provide low income residents with assistance in buying uniforms for those children attending school where uniforms are mandatory.

### **B. Strategic Plan Update**

Has been approved by the Program Evaluation and Monitoring Committee. That approval needs to be confirmed by the full Board.

### **C. Everything Main Street Grant from the Empire State Development Corporation Buffalo Billions Award**

Seven projects have been approved of which three have completed all required steps prior to selecting and approving contractors, including the Utica Market - 1370 Fillmore, Ansar Communications – 1355 Fillmore, and the CAO Rafi Greene Center – 1423 Fillmore.

### **D. Dodge Street property development.**

1. We have developed a concept paper that integrates the possibility of a Head Start Academy at the Deaconess site that would replace the academy at 907 E. Ferry, which we must leave by June 30, 2018. (See

- concept paper **attachment 3** to this document.), and an affordable owner-occupied housing initiative.
2. We are working with two developers and our Law Firm, the City of Buffalo Office of Strategic Planning and hope to engage the Federal Home Loan Bank and possibly two area Foundations. More detail will be provided as we are able to confirm written agreements.

#### **E. Home Improvement Resource Program Energy Code District Project**

The CAO's Home Improvement Resource Program and Prime Time Energy Solutions Inc. has established a pilot program with the Ellicott and Fillmore Council Districts to model a program to insure that all rental units in the pilot districts will meet minimal safety and energy efficiency standards. The City has a Rental Registration program to which these two council districts will add the energy efficiency standard that will be adopted in the final amendment to the Rental Registration ordinance. The model will use the HIRP program to assess and weatherize homes, and use the assessment system to determine needed safety measures. The energy audits will be paid for through the New York State Energy Research and Development Authority (NYSERDA). The Safety Assessment will be paid for by the homeowners under the legal principle that no one should be allowed to sell unsafe and or energy wasteful rental properties to anyone.

#### **F. Urban Agriculture**

The CAO has hired Mark Messier to direct the Urban Agriculture Program. Mark has already developed a draft strategic plan that will include future produce growth for the Head Start/Early Head Start program, the CAO Food Pantry, public and private schools and some area Food Coops. (See **attachment 4**)

#### **G. Affordable Housing Assistance Grants**

The CAO Affordable Housing Program to provide home rehabilitation assistance for 20 homes at an average cost of assistance of \$35,000 each is scheduled for an approval hearing **December 15<sup>th</sup>**, (see **attachment 5**). The Affordable Housing Corporation has indicated that there are no outstanding issues or concerns with the CAO project, and expects, if funding remains available, to approve this project.

#### **H. St. Hyacinth property**

The CAO has completed all of the project repairs previously discussed as need for the St. Hyacinth rectory building, and the City of Lackawanna has removed the CAO from its listing of building owners not in compliance with Lackawanna building codes.

#### **I. St. Martin Village**

The CAO has completed the Community Preservation Corporation Loan Payment Modification plans, and has signed the new terms of the agreement, lowering the CAO's payments by about \$13,500 per year, and providing the housing development a much better financial status. The CAO is working with the KeyBank Community Development Corporation to begin releasing about \$50,000 per year of the \$850,000 the CAO maintains in its developer fee fund. Those funds will be used as needed, or if needed, to insure St. Martin's is operating at a break even or better state.

#### **J. Process Audit**

The CAO is conducting an administrative process audits to accomplish two primary goals:

- a. To identify opportunities to find efficiencies in areas of purchases of goods and services, to free funds to meet both anticipated cost increases and to invest in our staff and programming needs.
- b. To identify weaknesses in our processes, enabling the CAO to achieve greater reliability and responsiveness in our internal and external transactions.

This initiative will not cost the CAO anything for the economic efficiencies. We will share a portion of our first year savings, if any, with consultant. Over the next several weeks will begin our administrative process audits, of portion of which we are engaged in already. We will make decisions about where, if anywhere, we will need external assistance to achieve our goals as we move forward.

**Attachment 1b.**

## **Executive Report: Nov. – Dec., 2016 – L. Nathan Hare**

### **A. NYS Department of Housing and Community Renewal Grant Award - \$700,000. (See Attachment 1 and 2)**

**Will finance a** home improvement project funded by the Affordable Housing Corporation (AHC) to provide grant assistance to property owners residing in the Masten Park District. Because funded is very limited we expect to only provide grants to (15) single family homes and (5) doubles to owner-occupied units. **Masten Park is the 3 – 4 square block area incorporating the Johnny B. Wiley Pavilion and the Masten Armory.**

### **B. CSBG Grant and Receipt of the 2016 CSBG Discretionary Award**

CAO discretionary award for 2016 utilized to provide low income residents with assistance in buying uniforms for those children attending school where uniforms are mandatory. The discretionary award implements an Emergency Services Program developed by Brandi Haynes.

All receipts for expenditures have been submitted and full reimbursement is expected.

### **C. Strategic Plan Update**

The CAO has begun the development of it's Needs Analysis on which it will base its three-year Strategic Plan for the period beginning October 1, 2017



and ending September 30, 2020. We will add Advocacy and Neighborhood Redevelopment to our Strategic Goals.

#### **D. Everything Main Street Grant from the Empire State Development Corporation Buffalo Billions Award**

The CAO Better Schools – Better Neighborhoods Initiative sponsored a Press Conference December 13, 2016 marking the beginning of the effort to improve the physical appearance of the N. Fillmore Business District.

The CAO was awarded a \$300,000 Grant from the Buffalo Billions fund, and announced seven businesses that will receive assistance. The Grant reimburses businesses 75% of the cost of approved infrastructure and façade improvements.

Four of the seven projects being funded during this round have already begun their improvements. The CAO expects all seven to be completed by April 31<sup>st</sup>. We have been given a verbal commitment by the Empire State Development Corporation that the CAO will receive funding for an additional 12 – 15 businesses if we meet that target completion date.

#### **E. Deaconess Height Development**

The Deaconess Heights Development will include the construction of a new Head Start Academy site on the Dodge Street site, accompanied by the development of 60 market rate and near-market-rate owner-occupied houses.

We have been cleared by Health and Human Services to use Head Start funds for construction of the Head Start facility. We are continuing our assessment of the affordability of using non-Head Start funds to finance additional space to house the CAO's Central Operations.

Near-final drawings of the site plans are complete and we are entering our finance consolidation stage.

#### **F. Home Improvement Resource Program Energy Code District Project**

The Energy Code initiative, establishing a temporary City ordinance for a targeted zone that will require all landlords to demonstrate that the homes

they rent to residents are both safe and reasonably energy efficient, is underway. However, our first meeting with homeowners was cancelled due to bad weather, and has been rescheduled for the second Wednesday in January.

### **G. Urban Farming Program**

The CAO Urban Agriculture Director, Mark Messinger, has been organizing our collaborative partners who will work with us to grow this initiative. More detail will be provided at the Program Committee.

### **H. St. Martin Village**

St. Martin Village had been challenged by an interpretation of the DHCR regulations that we were required to accept the next eligible apartment applicant in order of inquiry regardless of that applicant's ability to pay the apartment's rent. Literally, the management company was taking applicants with \$10,000 in discretionary income for apartments with a \$600 monthly rent, i.e., \$7,200/yr.

This has been the principal problem the CAO has faced in supporting this needed housing initiative. The CAO met with Lenny Skrill, DHCR, and obtained assurances that the CAO will not be held to that standard any further, and that we can screen candidates for histories of rent failure and destruction of prior rented properties.

As of our management meeting January 5, 2017, none of our apartments are more than 30 days behind in their rent. The combination of our vastly improved rent payment efficiency and our successful refinancing of our Community Preservation Corporation Loan, along with smaller efficiency initiatives, St. Martin's will likely finish the 2017 year in the black for the first time.

### **I. Purchasing Study**

Jeff Silver, Bottom Line Solutions, has completed the first phase of our study of purchases ranging from diapers, program supplies, office supplies and such, and will make formal recommendations during the week of

January 9 – 13. Phase 2 will look at the IT hardware and software area, while Phase 3 will look at our purchasing systems for opportunities to create savings.

**Attachment 1c.**

## **Executive Report: Jan. – Feb., 2016 – L. Nathan Hare**

### **A. NYS Department of Housing and Community Renewal Grant Award - \$700,000. (See Attachment 1)**

The CAO has authorized the creation of an Ad Hoc Housing Committee to the Board:

1. To help the CAO develop and think through its housing initiatives in relation to our strategic plan
2. To help the CAO address any homeowner or contractor disputes with regard to staff decisions related to any service the CAO provides with funds from the Affordable Housing Corporation. Any homeowner with whom the CAO may become involved may submit any concerns they have in writing. The Housing Advisory Committee will provide such homeowner with a hearing on their concern and make a recommendation to the CAO Housing Division on the disposition of that concern. In any case in which the mediation is due to the homeowner's refusal to approve contractor payment on work that has already been completed to the CAO's satisfaction, the Housing Advisory Committee will have the authority to authorize payment to the contractor directly. However, the CAO will make a reasonable effort to resolve the difference before taking this step.

The initial Board make-up will include: John Calvin Davis (CAO Board member) Daria Pratcher (former executive director of FLARE Housing) and Sam Radford or Patricia Elliott.

### **B. Purchasing Assessment and Process Audit**

The CAO has contracted with Bottom Line Consultants (CEO: Jeff Silver) to study and re-assess the CAO's purchases and our systems of purchasing. We won't have a comprehensive report until the week of March 15<sup>th</sup>. However, we have already

saved over \$80,000 in cyclical purchases (meaning the amount we will save over the next year vs the amount for these purchases we have spent over the last year.)

We anticipate substantially more savings both from renegotiations with vendors and changes in our purchasing processes.

#### **Attachment 1d.**

### **Executive Report: Mar. – Apr., 2017 – L. Nathan Hare**

#### **J. NYS Department of Housing and Community Renewal Grant Award - \$700,000.**

Grant Start-up is proceeding on plan.

Three home owners in the Masten Park target District have been identified. Five others are going through the eligibility vetting process. Our goal is 20 homes, averaging about \$32,000 in improvements each.

Our goal is to have all 20 home projects completed or substantially underway by July 31<sup>st</sup>. We want to apply for a second round grant, while the HUD money remains in the budget

#### **K. Purchasing Assessment and Process Audit**

See Attachment 1, below)

In addition to the effective work being done to negotiate better prices for every form of purchase the CAO makes, we are also studying how we can be sure we are not buying more of any of these purchases than we operationally need.

#### **L. NYSUT Negotiations**

The CAO's negotiations with the Early Childhood Services Union, an affiliate of the New York State United Teachers union, have begun. We have had three negotiating sessions and at least six more are planned.

## **M.IT Systems Analysis**

Recommendations from the NTT Data assessment:

1. Create an internal team of staff members who will inform the systems needs of the agency.
2. Hire an executive level IT Systems Manager. Examples:
3. Establish goals for the IT Committee
  - a. Customized reports
  - b. Central intake form
  - c. Possible centralized intake system
  - d. Hardware needs, if any
  - e. Software needs, if any
4. Create an IT Systems Strategic Plan
5. Develop a digital platform for problem tracking and problem resolution
6. Develop a digitalized Staff Turn-over Analysis System
7. Create a CAO Intranet
8. Develop reliable system insuring that all clients of all services get and can access any services provided by the CAO for which they are eligible.
9. Improve ongoing inter-staff communications

3.9.17

---

## **Community Action Organization of Western New York**

### **Strategic Development**

**martin.**

---

**Leadership  
Staff  
Comprehensive  
Resourceful**

**martin.**

## Strengths

---

- “Everybody knows Nate Hare. As a figurehead, he is the standout aspect. He has to be integral to program development, everything else, he is the face of the organization.”
- “Nate.”
- “Good leadership – they have good leadership.”
- “Through Mr. Hare’s example, they are encouraged to be the content experts in what they do, be the first place that media and other stakeholders come to, because they know what they’re doing. They’re thought leaders on a topic and more than happy to give that wealth of knowledge away.”

## Strengths

---

- “Their employees, everyone is knowledgeable, thorough, respectful, it’s their greatest asset.”
- “Good people.”
- “Their people. Pretty bright, articulate, ambitious, dynamic group of people.”
- “Their staff is a tremendous asset, hire people within the community, develop and train them, the composition of their staff looks different from those of other large social service organizations.”

## Strengths

---

- “Their relationship with public funding sources.”
- “Comprehensive – it’s all there – a life makeover! I went to levels in life that I never thought possible. They helped me see it was all inside me.”
- “They’re innovative and moving an agenda forward every year. They’ve enhanced the program right along, they’ve gotten a lot out of their partners and internal staff. The people are there because they really care about the children and families they serve, I see familiar faces there year after year, that speaks well to the organization.”

## Project Financial Report

**Community Action Organization of  
Erie County, Inc.**

Run Date: 03/24/  
2017  
Run Time: 1:12:1  
8 PM  
: Page  
-1 of  
1

**Period  
Ending:  
02/28/17**

Co de	Descripti on	Budg et	Expenditures		Proje ct Total	Un/O ver	% Bud get	Reven ues	Bala nce
			Curr Month						
31 41 7	Residential Energy Initiative	852,466.00	17,060.46		852,466.48	-0.48	100.00%	852,466.48	0.00
31 43 9	Parent Councils	2,470.00	-77.11		655.54	3,125.54	26.54%	2,469.75	3,125.29
31 44 0	Community Action Angels	11,984.00	2,565.69		7,418.93	4,565.07	61.91%	11,983.61	4,564.68
31 44 1	Education Task Force	14,968.00	3.12		9,769.33	5,198.67	65.27%	14,967.98	5,198.65
31 44 2	United Black Men Think Tank	7,669.00	-0.02		7,668.74	0.26	100.00%	7,668.74	0.00
31 46 0	Buffalo Track & Field Classic	38,504.00	0.00		38,056.10	447.90	98.84%	38,504.32	448.22
31 47 1	Building Assets for Independence	52,000.00	0.02		1,673.85	50,326.15	3.22%	52,000.00	50,326.15
31 52 1	Erie County YDDP, Summer Primetime, No Return	14,700.00	0.00		14,700.00	0.00	100.00%	14,700.00	0.00
31 52 2	Drive Academy - Erie County	121,000.00	103.62		119,944.76	1,055.24	99.13%	119,944.76	0.00
31 54 2	I.A.M.T. T.	805.00	0.00		805.00	0.00	100.00%	805.00	0.00
31	E-Rate	263,3	1,309.86		105,3	157,9	40.00	263,3	157,9



54	Reimbursement	46.00		50.00	96.00	%	45.61	95.61
4								
31		1,221,		1,221,			1,221,	
60	CACFP FY 15-16	309.0	-973.72	308.1	0.83	100.0	308.1	0.00
6		0		7		0%	7	
31		5,687,		5,687,			5,687,	
61	CAO Early Head Start - Child	068.0	1,418.75	068.0	0.00	100.0	068.0	0.00
0	Care Partnership Grants	0		0		0%	0	
31		55,00		55,00			55,00	
61	Bura Pratt Willert	0.00	0.00	0.00	0.00	100.0	0.00	0.00
2	PY15-16					0%		
31		2,028,		2,028,			2,028,	
61	CSBG FY15-16	260.0	2,546.71	260.0	0.00	100.0	260.0	0.00
6		0		0		0%	0	
31		24,50		24,50			24,50	
61	CSBG Discretionary	0.00	0.00	0.00	0.00	100.0	0.00	0.00
7						0%		
31		998,5		998,5			998,5	
62	Universal Pre-K	55.00	0.00	54.64	0.36	100.0	54.64	0.00
3						0%		
31		225,0		225,0			225,0	
62	21st Century - McKinley FY15-	00.00	0.00	00.00	0.00	100.0	00.00	0.00
5	16					0%		
31		194,6		194,6			194,6	
62	21st Century - School#17 FY15-	25.00	0.00	25.00	0.00	100.0	25.00	0.00
6	16					0%		
31		10,11		3,122.	6,992	30.87	10,11	6,992
63	Center Services	5.00	337.85	31	.69	%	4.99	.68
8	Local Share							
31		10,00		3,930.	6,069	39.30	10,00	6,069
64	The John R. Oishei	0.00	0.90	48	.52	%	0.00	.52
3	Foundation							
31		633,4		232,2	401,2	36.66	633,4	401,2
65	70 Harvard Building	57.00	6,153.45	10.25	46.75	%	57.19	46.94
2								
31		300,0		84,17	215,8	28.06	84,17	
67	Buffalo Main Street	00.00	3,871.64	9.60	20.40	%	9.60	0.00
0	Initiative							
31		15,59		15,56			15,56	
70	CAO Head Start in Erie County	8,814.	1,272,920.23	9,406.	29,40	99.81	9,406.	0.00
0	FY16-17	00		99	7.01	%	99	
31		2,843,		2,472,			2,472,	
70	CAO Early Head Start in Erie	008.0	308,742.16	187.5	370,8	86.96	187.5	0.00
1	County FY16-17	0		5	20.45	%	5	
31		159,6		159,6			159,6	
70	CAO Head Start Training in Erie	91.00	98,029.11	91.00	0.00	100.0	91.00	0.00
2	County FY16-17					0%		
31		4,202,		4,202,			4,202,	
70	CAO Erie County HS Delegate	179.0	775,202.00	179.0	0.00	100.0	179.0	0.00
4	Holy Cross FY16-17	0		0		0%	0	
31		68,92		68,92			68,92	
70	CAO Early Head Start Training	2.00	59,647.41	2.00	0.00	100.0	2.00	0.00
5	in Erie County FY16-17					0%		
31		1,539,		603,3	936,6	39.18	629,7	26,37
70	CACFP FY16-17	973.0	113,186.50	72.35	00.65	%	48.37	6.02
6		0						

31 71 0	CAO Early Head Start - Child Care Partnership Grants	3,040, 919.0 0	299,072.12	1,606, 414.4 1	1,434 ,504. 59	52.83 %	1,606, 414.4 1	0.00
31 71 2	BURA Pratt Willert FY16-17	55,00 0.00	5,131.75	20,42 2.38	34,57 7.62	37.13 %	20,42 2.38	0.00
31 71 4	BPS Makows ki	138,2 58.00	8,743.74	43,24 5.91	95,01 2.09	31.28 %	43,24 5.91	0.00
31 71 5	CAO NVR Housing FY16-17	130,9 59.00	4,003.97	130,9 59.06	-0.06 0%	100.0 0%	130,9 59.06	0.00
31 71 6	CSBG FY 16-17	2,028, 260.0 0	97,265.79	702,9 48.76	1,325 ,311. 24	34.66 %	702,9 48.76	0.00
31 71 8	DART FY16-17	2,815, 336.0 0	219,294.40	2,677, 683.2 3	137,6 52.77	95.11 %	2,915, 989.9 7	238,3 06.74
31 71 9	CAO ESSA Project Buffalo	21,40 0.00	1,382.63	4,303. 66	17,09 6.34	20.11 %	21,40 0.00	17,09 6.34
31 72 0	City of Buffalo Sports Program FY17	7,000. 00	0.00	0.00	7,000 .00	0.00 %	7,000. 00	7,000 .00
31 72 1	Erie County -CAO Youth Services, Summer Primetime, Detention	10,00 0.00	9,161.79	9,269. 28	730.7 2	92.69 %	9,269. 28	0.00
31 72 2	CAO YSD Drive Academy - Erie County	25,00 0.00	11,359.92	14,75 4.25	10,24 5.75	59.02 %	14,75 4.25	0.00
31 72 3	Universal Pre-K	272,4 44.00	47,406.36	72,17 4.00	200,2 70.00	26.49 %	272,4 44.00	200,2 70.00
31 72 5	21st Century - McKinley FY16- 17	240,0 00.00	16,288.59	98,67 6.55	141,3 23.45	41.12 %	98,67 6.55	0.00
31 72 6	21st Century - School#17 FY16- 17	262,5 00.00	33,104.97	138,1 37.03	124,3 62.97	52.62 %	138,1 37.03	0.00
31 74 1	YSD Education Task Force 2017	10,55 7.00	630.86	8,941. 24	1,615 .76	84.69 %	10,55 7.00	1,615 .76
31 74 3	The John R. Oishei Foundation	10,00 0.00	0.35	1,108. 78	8,891 .22	11.09 %	10,00 0.00	8,891 .22
31 75 0	Local Funds FY16- 17	131,9 93.00	234,284.14	131,9 92.94	0.06 0%	100.0 0%	131,9 93.20	0.26
31 75 1	CAO Board Funds- Annual Dinner June 2016	35,12 5.00	539.94	18,52 2.67	16,60 2.33	52.73 %	35,12 5.00	16,60 2.33
31 76 0	CAO Head Start in Niagara CountyFY16	2,799, 741.0 0	1,130.30	2,799, 741.0 0	0.00 0%	100.0 0%	2,799, 741.0 0	0.00
31 76	CAO Early Head Start in Niagara County FY16	1,023, 484.0	214.36	1,012, 282.5	11,20 1.47	98.91 %	1,023, 484.0	11,20 1.47

1		0		3		0		
31	CAO Head Start Training in	25,40		25,40	100.0	25,40		
76	Niagara County FY16	5.00	0.00	5.00	0%	5.00	0.00	
2								
31	CAO EHS Training in Niagara	17,78		17,78	100.0	17,78		
76	County FY16	5.00	0.00	5.00	0%	5.00	0.00	
3								
31	After School	1,900.		1,314.	585.0	1,900.	585.0	
77	Network of WNY	00	0.41	95	5	00	5	
2					%			
31	Employment &	20,55		267.0	20,28	267.0		
77	Training WHS	4.00	267.09	9	6.91	9	0.00	
3					%			
31	Special Project--	39,88		13,82	26,05	22,15	8,330	
81	Football	0.00	1.08	3.64	6.36	3.88	.24	
3					%			
31	CAO Head Start - Niagara	911,9		587,9	323,9	587,9		
86	County PY17	27.00	364,326.87	92.06	34.94	92.06	0.00	
0					%			
31	CAO Early Head Start - Niagara	960,2		53,01	907,2	53,01		
86	County FY17	30.00	38,534.99	1.55	18.45	1.55	0.00	
1					%			
31	CAO Head Start Training -	8,892.		5,297.	3,594	5,297.		
86	Niagara County FY17	00	3,793.21	44	.56	44	0.00	
2					%			
31	CAO EHS Training - Niagara	12,70		919.5	11,78	919.5		
86	County FY17	3.00	0.30	1	3.49	1	0.00	
3					%			
37	Nurture Summer	43,26		25,71	17,55	43,16	17,45	
10	Camp	6.00	8.21	2.93	3.07	7.69	4.76	
9					%			
<b>To</b>		52,28		45,21	7,067	46,40	1,189	
<b>tal</b>		0,906.	4,057,996.77	3,821.	,084.	3,519.	,697.	
<b>s:</b>		00		84	16	77	93	

